Military Police Complaints Commission of Canada

2015–16

Report on Plans and Priorities

The Honourable Jason Kenney
Minister of National Defence

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Chairperson's Message

The upcoming fiscal year, 2015-2016, will be an important one for the Military Police Complaints Commission of Canada (MPCC). We will complete the last phases of the Fynes Public Interest Hearing and a multi-jurisdictional case, manage the demands of a growing caseload, and do so in a capable, transparent manner.

The priorities identified in this report relate to improving governance in support of the MPCC's complaints resolution program and to improving its effectiveness and efficiency. They are aligned with the MPCC's Strategic Outcome: that conduct complaints against the Military Police (MP) and interference complaints by the MP are resolved in a fair and timely manner and that recommendations made by the MPCC are implemented by the Department of National Defence and/or the Canadian Armed Forces.

In the coming year, we will continue to monitor and investigate complaints with the aim to fully achieve our priorities and improve efficiencies through a systematic change management approach.

We will further strengthen our commitment to stakeholder engagement with outreach visits to Canadian Armed Forces Bases across Canada, as well as presentations to students at the Military Police Academy and the University of Ottawa's Faculty of Law.

Our commitment to our mandate to ensure the highest standard of conduct of the Military Police through independent civilian oversight remains as strong as ever. We look forward to collaborating with members of the Military Police community, senior military partners and stakeholders in the year ahead.

Glenn M. Stannard, O.O.M.
Chairperson

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Robert Nicholson, Minister of National Defence

Institutional Head: Glenn M. Stannard, Chairperson

Ministerial Portfolio: Defence Portfolio

Enabling Instrument(s): *National Defence Act*[i], Part IV

Year of Incorporation / Commencement: 1998

For more information, please visit the MPCC's website[ii].

Organizational Context

Raison d'être

On behalf of all Canadians, the Military Police Complaints Commission of Canada (MPCC) exists to provide greater public accountability by the Military Police (MP) and the chain of command in relation to Military Police activities. The MPCC derives its mandate from Part IV of Canada's *National Defence Act*[iii] (NDA).

Responsibilities

The MPCC's mandate is to:

- review and investigate complaints concerning MP conduct; and
- investigate allegations of interference in MP investigations.

The MPCC's mission is to promote and ensure the highest standards of conduct of MP in the performance of policing duties and to discourage interference in any MP investigation.

The MPCC fulfils its mandate and mission by exercising the following responsibilities:

- monitoring investigations by the Canadian Forces Provost Marshal[iv] (CFPM) of MP conduct complaints[v];
- reviewing the disposition of those complaints at the request of the complainant;
- investigating interference complaints[vi]; and
- conducting public interest investigations and hearings[vii].

In fulfilling its independent civilian oversight responsibilities, the MPCC has a crucially important working relationship with the CFPM and the Deputy Commander, Canadian Forces Military Police Group/Professional Standards[viii] (DComd CF MP Gp/PS). On April 1, 2011, the CFPM assumed full command of all MP members who are directly involved in policing. The CFPM also assigns MP elements to other supported commanders under operational command.

The DComd CF MP Gp/PS manages public complaint and internal MP conduct investigations and ensures adherence to the *Military Police Professional Code of Conduct*[ix].

Fostering a mutually respectful working relationship between the MPCC, the CFPM and DComd CF MP Gp/PS facilitates the conduct of complaint investigations and the likelihood that recommendations will be accepted and implemented.

For more information on the MPCC, please visit the MPCC's About Us[x] web page.

Strategic Outcome and Program Alignment Architecture

1. **Strategic Outcome:** The Military Police Complaints Commission of Canada (MPCC) ensures the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.

   1.1. **Complaints Resolution**

Internal Services

Organizational Priorities

Organizational Priorities

Priority 1	Type[1]	Strategic Outcome and/or Program
Priority 1: Improving the effectiveness and efficiency of the complaints resolution process.	Ongoing	Complaints Resolution
Description		
Priority 1: Why is this a priority? Improving the effectiveness and efficiency of the complaints resolution process is fundamental to achieving the MPCC's Strategic Outcome which is that conduct complaints against the MP and interference complaints by the MP are resolved in a fair and timely manner and recommendations made are implemented by the Department of National Defence (DND) and / or the Canadian Armed Forces (CAF). **What are the plans for meeting Priority 1?** **Continued, Effective Collaboration:** The MPCC has no control over the complaints received or the resulting volume, complexity and size of the investigations. As a result, the MPCC will continue to refine the planning and conduct of its investigations. Timely, well-completed investigations will result, where required. The MPCC will continue to work with the Chief of the Defence Staff (CDS), the CFPM, the DComd CF MP Gp/PS and other senior MP staff, partners and stakeholders to foster an environment that supports the acceptance and implementation of recommendations. **Outreach:** In order to promote a greater appreciation and understanding of its mandate and its complaints resolution process, the MPCC will continue its Outreach Program at CAF bases and its presentations to participants at the Qualifying Level 6A and 6B and Military Police Officers Course at the Canadian Forces Military Police Academy in Borden, Ontario. These base visits and other presentations allow stakeholders to gain a further appreciation of the MPCC, how it operates and allows the MPCC to further expand its knowledge of the many challenges faced by the MP.		

[1] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year (FY) prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the Report on Plans and Priorities (RPP) or Departmental Performance Report (DPR). If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

Priority 2	Type[2]	Strategic Outcome and/or Program
Priority 2: Provision of meaningful recommendations.	Ongoing	Complaints Resolution
Description		
Priority 2: Why is this a priority? This is a priority because the provision of meaningful recommendations increase the likelihood the specific and systematic issues identified for change will be agreed upon and the improvements recommended will be implemented. The changes made will improve the quality of military policing and contribute directly to maintaining the confidence and support of those served by the MP. **What are the plans for meeting Priority 2?** **Refining the Planning and Conduct of Investigations:** meaningful recommendations for changes in MP conduct (including addressing systemic issues) that are accepted and implemented.		

Priority 3	Type[3]	Strategic Outcome and/or Program
Improving Internal Services	Ongoing	Internal Services
Description		

[2] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR. If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

[3] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR. If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

Priority 3: Why is this a priority?

Improving Internal Services is a priority because it provides fundamental support to the Complaints Resolution Program and to the achievement of the MPCC's Strategic Outcome and legislative mandate.

What are the plans for meeting Priority 3?

To ensure a high level standard for Internal Services through the MPCC's *Management Accountability Framework* (MAF).

The MPCC has implemented a new Internal Services structure to ensure a level of standards that meets the organization's needs. The MPCC continues to update these frameworks, when required and in some cases, annually, in addition to implementing required policies, directives and standards.

The MPCC will undergo self-assessments through management reviews including all formal evaluations and audits to validate the Internal Services frameworks and other instruments. For example, the MPCC has improved business and program areas such as finance, contracts, human resources and Access to Information and Privacy (ATIP) as a result of these reviews, which demonstrates the MPCC's ongoing commitment to strong stewardship.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Operational Demands	• The MPCC will follow its critical path in the conduct of complaints. • The MPCC will remain open to improvements and refinements of its critical path to accommodate unique circumstances. • The MPCC will examine case management, administrative and other options such as procedural efficiencies and technology applications optimization of available resources.	Complaints Resolution Internal Services
Human Resources	• The MPCC's Integrated Business and Human Resource Framework – Plans and Strategies will be updated to align with the Common Human Resource Business Plan (CHRBP). • The MPCC will continue to explore other opportunities to even further strengthen its management of human resources and reinforce a	Complaints Resolution Internal Services

	positive and productive environment. • The MPCC will continue to stress effective human resource planning to help ensure that knowledge is retained through activities (e.g. knowledge transfer, employee learning plans). • The MPCC will continue to strive to appropriately fill vacancies as quickly as possible.	
Reporting Burden	• The MPCC will continue to explore efficient ways to meet the reporting demands. In order to reduce the number of pages and costs, the MPCC will identify duplication of information and replace it, by adding a link within the report to the MPCC's website, when possible. To accomplish this, web pages will be added, when necessary, to the MPCC's website in an effort to centralize pertinent information.	Complaints Resolution Internal Services

During the 2014-15 fiscal year (FY), the MPCC received increasingly complex and voluminous complaints and allegations. These complex files require research into new subject areas which increases the level of effort required to identify and gather new information and create a new knowledge base. As a result, the processes, resources and the time required to prepare reports impact the duration from receipt of complaint to issuance of a Final Report. The risks increase whenever a Public Interest Investigation or Hearing is launched. Due to these new challenges, the MPCC needs to review its investigation guidelines and processes on a regular basis.

The effectiveness of the MPCC depends largely on the knowledge and stability of its workforce. As is the case of all micro-agencies, it is difficult to retain employees when the size of the organization impacts opportunities for advancement.

Increased accountability and transparency standards mandated by the federal government have lengthened the staffing process and made it more difficult to staff positions in a timely manner. The delay can result in an increased cost to the MPCC, who sometimes uses consultants to oversee the duties of the vacant position, and/or in an increase of the workload of other employees.

With increased central agency standards in strategic planning, reporting, finance, human resources, security, ATIP, records and information management and heightened quality assurance expectations, the MPCC requires the assistance of a range of service providers to meet new policy requirements, representing over 100 reports.

The MPCC conducted an organizational review and discovered shortfalls due to external pressures which were impacting the MPCC's program integrity. As such the MPCC went through a re-organization and increased the total number of full time equivalents (FTE). This past year has been concentrated on staffing these new positions and streamlining its Internal Services to become more efficient while taking into consideration the duration of the staffing processes.

Planned Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
5,614,814	5,614,814	4,664,415	4,664,415

Human Resources (Full-time equivalents—FTEs)

2015–16	2016–17	2017–18
30	30	30

Budgetary Planning Summary for Strategic Outcome and Program (dollars)

Strategic Outcome, Program and Internal Services	2012–13 Expenditures	2013–14 Expenditures	2014–15 Forecast Spending	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
Strategic Outcome 1: The Military Police Complaints Commission of Canada (MPCC) ensures that the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.							
Complaints Resolution	1,967,472	3,304,538	3,275,845	2,744,736	2,744,736	2,744,726	2,744,726
Strategic Outcome 1 Subtotal	1,967,472	3,304,538	3,275,845	2,744,736	2,744,736	2,744,726	2,744,726
Internal Services Subtotal	3,334,017	2,215,667	2,183,897	2,870,078	2,870,078	1,919,689	1,919,689
Total	5,301,489	5,520,205	5,459,742	5,614,814	5,614,814	4,664,415	4,664,415

Since FY 2006-07, the MPCC's ongoing budget has been approximately $3.5M.

Following the organizational and program review in FY 2012-13, it was determined that the MPCC was experiencing a funding shortfall due to a significant growth in program operations.

The MPCC requested a reference level increase. The Department of National Defence (DND) identified available funding and made a one-time transfer of $2.2M in FY 2013-14, in addition to an ongoing annual transfer of $1.2M beginning in FY 2014-15, for an ongoing budget of $4.7M.

These transfers provided funding for increasingly complex complaints, information requirements, external reporting requirements, and a growing public profile.

From FY 2012-13 to FY 2013-14, actual spending increased from $5,301,489 to $5,520,205. Forecast spending for 2014-15 decreased to $5,459,742. The planned spending for FY 2015-16 is $5,614,814, which will enable the MPCC to support its existing programs and meet its strategic outcomes. The decrease in planned spending to $4,664,415, which begins in FY 2016-17, relates to the one-time funding of $950K for office renovations.

Alignment of Spending With the Whole-of-Government Framework

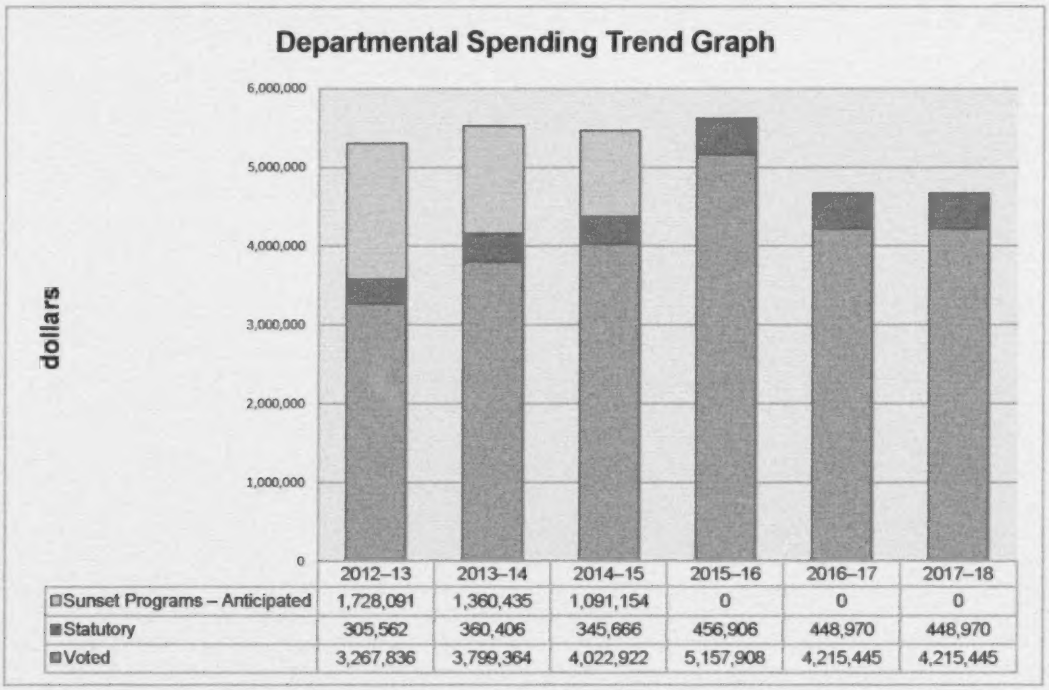
Alignment of 2013–14 Actual Spending With the Whole-of-Government Framework[xi] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
The Military Police Complaints Commission of Canada (MPCC) ensures that the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.	Complaints Resolution	Social Affairs	Safe and Secure Canada	5,614,814

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	-
Social Affairs	5,614,814
International Affairs	-
Government Affairs	-

Departmental Spending Trend



	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Sunset Programs – Anticipated	1,728,091	1,360,435	1,091,154	0	0	0
Statutory	305,562	360,406	345,666	456,906	448,970	448,970
Voted	3,267,836	3,799,364	4,022,922	5,157,908	4,215,445	4,215,445

The above figure illustrates MPCC's actual spending for FY 2012–13 and FY 2013–14, as well as forecast and planned spending for FY 2014–15 through FY 2017–18.

From FY 2012-13 to FY 2013-14, actual spending in the sunset program Fynes Public Interest Hearing and the multi-jurisdictional conduct complaint went from $1,728,091 to $1,360,435. Forecast spending for FY 2014-15 decreased to $1,091,154. These files will be completed in FY 2014-15, therefore no sunset funding will be received in FY 2015-16.

Planned spending will increase to $5,157,908 in FY 2015-16, due to the one-time funding of $950K for office renovations. The ongoing budget level for FY 2016-17 and FY 2017-18 will be $4,215,445.

Estimates by Vote

For information on the MPCC's organizational appropriations, consult the *2015–16 Main Estimates* on the Treasury Board of Canada Secretariat website[xii].

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome:

The Military Police Complaints Commission of Canada (MPCC) ensures the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.

Program 1.1: Complaints Resolution

Description:

This program aims to successfully resolve conduct complaints regarding Military Police (MP) members as well as interference complaints with MP investigations by overseeing and reviewing all complaints received. This program is necessary to help the MP to be as effective and as professional as possible in their policing duties and functions.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
2,744,736	2,744,736	2,744,726	2,744,726

Human Resources (FTEs)

2015–16	2016–17	2017–18
11	11	11

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Recommendations resulting from investigations of conduct or interference complaints are accepted by the Department of National Defence (DND) and / or the Canadian Armed Forces (CAF).	% of the recommendations accepted	70%	March 31, 2016
Individual members received remedial measures and/or improvements were made to Military Police policies and practices pursuant to investigations of conduct or interference complaints.	% Improvements made	70%	March 31, 2016

Planning Highlights

To achieve the expected results of the Complaints Resolution Program, the MPCC will continue to complete its investigations in accordance with the critical path developed specifically for each investigation, with refinements made as needed and to reflect the complexities, demands and implications of a large case.

While setting appropriate performance targets remains a challenge due to uniquely different types of investigation cases, the MPCC will continue to ensure performance targets accurately reflect the changing scope, size and complexity of the investigations it undertakes.

The MPCC will continue to review the complaints resolution process to identify opportunities for cost savings through the identification and optimization of operational efficiencies. Outsourcing of investigative services and expanding the roster of investigators will enable to the MPCC to better match investigator skill sets with requirements. Plausible options to enhance investigative capacity will be reviewed to reinforce organizational sustainability.

The MPCC will continue its Outreach Program in efforts to increase awareness of its mandate and activities and expand the numbers of stakeholders who are informed about the purpose, objectivity and fairness of the conduct and interference complaints resolution processes.

The MPCC will continue its working relationship with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Group / Professional Standards (DComd CF MP Gp/PS) and other CAF / DND representatives who facilitate the conduct of investigations, receptiveness to recommendations and implementation of said recommendations. The MPCC will continue to cultivate mutually beneficial working relationships with other

government departments and agencies, professional associations and intra-government affiliations to identify and achieve practical solutions to common operational and administrative issues.

Internal Services

Description:

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
2,870,078	2,870,078	1,919,689	1,919,689

Human Resources (FTEs)

2015–16	2016–17	2017–18
19	19	19

Planning Highlights

The MPCC's Internal Services will continuously find innovative ways to ensure programs and services meet the operational demands of the Complaints Resolution Program and central agency requirements. In addition, the MPCC plans to review and incorporate the Blueprint 2020 throughout the organization by incorporating a sound change management process. This includes a new Enterprise Document and Records Management Solution, implementation of the Common Human Resources Business Process, greening opportunities, etc.

The MPCC will continue to stress effective human resources planning including anticipating potential staff turnover, developing staffing strategies to help ensure knowledge is retained, and that any vacancies are filled as quickly as possible while meeting central agency staffing policy requirements.

Through its Internal Services, the MPCC contributes to the following target areas of Theme IV (Shrinking the Environmental Footprint–Beginning with Government) of the Federal Sustainable Development Strategy[xiii]: green procurement, e-waste, managed print, paper consumption and green meetings.

Additional details on the MPCC's activities can be found in the Greening Government Operations Supplementary Information Table[xiv].

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Military Police Complaints Commission of Canada's (MPCC) operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed Future-Oriented Statement of Operations[xv] and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the MPCC's website[xvi].

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2015
(dollars)

Financial information	2014–15 Estimated Results	2015-16 Planned Results	Difference
Total expenses	5,459,742	5,005,111	(454,631)
Total revenues	-	-	-
Net cost of operations	5,459,742	5,005,111	(454,631)

The Military Police Complaint Commission (MPCC) expects the organization's FY 2015-16 planned results to be lower than the FY 2014-15 estimated results. However, the MPCC's ongoing expenditures are expected to increase due to anticipated staffing, increasingly complex conduct reviews, accommodation costs and electronic document management and recordkeeping management infrastructure improvements.

List of Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Report on Plans and Priorities* can be found on the MPCC's website[xvii].

- Greening Government Operations[xviii]

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xix] publication. The tax measures presented in the ***Tax Expenditures and Evaluations*** publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

How to reach the Military Police Complaints Commission of Canada

- Call our information line:
  613-947-5625 or toll free at 1-800-632-0566

- Send us a fax:
  613-947-5713 or toll free at 1-877-947-5713

- Send us a letter:
  Military Police Complaints Commission of Canada
  270 Albert Street, 10th Floor
  Ottawa, ON K1P 5G8

- Visit us at the above address for a private consultation – appointments are recommended

- Send us an email:
  commission@mpcc-cppm.gc.ca

- Visit our website:
  mpcc-cppm.gc.ca[xx]

- Media inquiries:
  613-944-9349 or media@mpcc-cppm.gc.ca

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval

by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i *National Defence Act*, http://laws-lois.justice.gc.ca/eng/acts/N-5/

ii MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

iii *National Defence Act*, http://laws-lois.justice.gc.ca/eng/acts/N-5/

iv Canadian Forces Provost Marshal, http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page

v Conduct Complaints, http://www.mpcc-cppm.gc.ca/01/200/210-eng.aspx

vi Interference Complaints, http://www.mpcc-cppm.gc.ca/01/200/220-eng.aspx

vii Public Interest Investigations and Hearings, http://www.mpcc-cppm.gc.ca/01/200/230-eng.aspx

viii Deputy Commander Canadian Forces Military Police Group/Professional Standards, http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page

ix *Military Police Professional Code of Conduct*, http://lois-laws.justice.gc.ca/eng/regulations/SOR-2000-14/

x About Us, http://www.mpcc-cppm.gc.ca/01/100/100-eng.aspx

xi Whole-of-Government Framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

xii *2015–16 Main Estimates*, http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

xiii Federal Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=CD30F295-1

xiv Greening Government Operations Supplementary Information Table, http://www.mpcc-cppm.gc.ca/01/300/3300/2014-2015/ggo-eog-eng.aspx

xv Future-Oriented Statement of Operations, http://www.mpcc-cppm.gc.ca/01/300/3950/2014-2015-eng.aspx

xvi MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

xvii MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

xviii Greening Government Operations, http://www.mpcc-cppm.gc.ca/01/300/3300/2014-2015/ggo-eog-eng.aspx

xix *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp

xx MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx